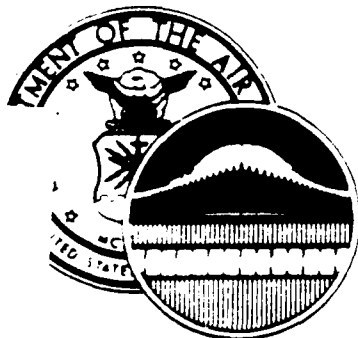


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UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

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OPEN MESS MANAGEMENT

AFSC 742X0

AFPT 90-742-845

AUGUST 1989

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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PREFACE

This report presents the results of an Air Force occupational survey of the Open Mess Management (AFSC 742X0) career ladder. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Mr Roberto Salinas developed the survey instrument, Mr Wayne Fruge provided computer programming support, and Ms Tamme Lambert provided administrative support. Mr Daniel E. Dreher and Captain Jim McCutcheon, Canadian Forces Exchange Officer, analyzed the data and wrote the final report. Lieutenant Colonel Charles D. Gorman, Chief, Airman Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center, reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

BOBBY P. TINDELL, Colonel, USAF
Commander
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Center

SUMMARY OF RESULTS

1. Survey Coverage: This report is based on data collected from 332 respondents: 263 military (61 percent of all assigned AFSC 742X0 personnel), and 69 civilians. All MAJCOMs and paygrades are well represented in the survey sample.
2. Career Ladder Structure: Survey data show this is a rather homogeneous career ladder, with one large Club Manager cluster (comprising 87 percent of the sample) and three very small independent jobs (Food Preparation, Club Inspection, and Training and Standards).
3. Career Ladder Progression: Members of this career ladder demonstrate the typical pattern of career ladder progression. Three- and 5-skill level personnel are recent cross-trainees in upgrade training and are more involved with food preparation functions. Seven-skill level members have attended the resident course and have more direct managerial responsibilities. Nine-skill level and CEM code members are more involved with administrative aspects of the career ladder.
4. AFR 39-1 Specialty Descriptions: Survey data support the current Specialty Descriptions for the career ladder.
5. Training Analysis: Most of both the Specialty Training Standard (STS) and the Plan of Instruction (POI) for the 7-skill level course are supported by survey data. There are a number of tasks not matched to the POI that are appropriate for OJT rather than a resident course.
5. Job Satisfaction: Satisfaction of AFSC 742X0 personnel and members of similar AFSCs surveyed in 1988 are quite similar. Satisfaction within the career ladder has remained essentially unchanged over the last 9 years. Members of the cluster and independent jobs generally find their work interesting, feel their talents and training are used, and most military members plan to reenlist. Recent cross-trainees in the Food Preparation independent job, however, have lower overall satisfaction.
6. Implications: The career ladder has remained stable over the last 9 years. There is basically one job in the specialty, Open Mess Manager. Survey data support current training documents and Specialty Job Descriptions.

OCCUPATIONAL SURVEY REPORT
OPEN MESS MANAGEMENT
(AFSC 742X0)

INTRODUCTION

This is a report of an occupational survey of the Open Mess Management career ladder (AFSC 742X0) completed by the USAF Occupational Measurement Center in July 1989. This career ladder was last surveyed in 1980. The present study was requested by the Director of Morale, Welfare, and Recreation (MWR) operations at Randolph AFB to update and validate the current AFR 39-1 Specialty Descriptions, the Specialty Training Standard (STS), the Plan of Instruction (POI) for the 7-skill level course, and to provide occupational survey data for revising the Career Development Course (CDC).

Background

AFR 39-1 Specialty Descriptions state AFSC 742X0 personnel operate open mess functions and related activities. This includes planning, setting objectives for, supervising, administering, and conducting essential feeding programs, command activities, and membership programs.

Members enter the career ladder by cross-training from any other Air Force specialty. Members must hold at least the 5-skill level in their primary AFSC before being considered for Open Mess Management. There is no entry-level course for Open Mess Management, so cross-trainees complete on-the-job training as well as the 5-skill level Career Development Course. In order to earn the 7-skill level, they must attend the 34-day 3AAR74270 Open Mess Management course taught at Keesler AFB.

SURVEY METHODOLOGY

Inventory Development

Data for this survey were collected using USAF Job Inventory AFPT 90-742-845 (September 1988). The Inventory Developer reviewed pertinent career ladder documents, the previous OSR and job inventory, and then prepared a tentative task list. The task list was validated through personal interviews with 12 Open Mess Managers at the following bases: Keesler AFB MS, Tyndall AFB FL, Hurlburt Fld FL, Randolph AFB TX, Lackland AFB TX, Kelly AFB TX, and Brooks AFB TX.

The final inventory contains 454 tasks grouped under 18 duty headings, and standard background questions asking for DAFSC, organization of assignment, MAJCOM, duty title, TAFMS, time in career ladder, time in occupational series, total federal civil service, and courses completed.

Survey Administration

From October 1988 through March 1989, Consolidated Base Personnel Offices (CBPOs) at operational bases worldwide administered the surveys to AFSC 742X0 personnel selected from a computer-generated mailing list provided by the Human Resources Laboratory. Surveys were also mailed directly to civilian Open Mess Managers using addresses provided by AFCPMC/DPCR (Air Force Civilian Personnel Management Center). All respondents were asked to complete the identification and biographical information section first, go through the booklet and mark all tasks they perform in their current job, and then go and rate each task they marked on a 9-point scale reflecting the relative amount of time spent on each task. Time spent ratings range from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount time spent).

The computer calculated the relative percent time spent on all tasks for each respondent by first totalling ratings on all tasks, dividing the rating for each task by this total, and multiplying by 100. The percent time spent ratings from all inventories were then combined and used with percent member performing values to describe various groups in the career ladder.

Survey Sample

Because there are approximately 600 military and civilian Open Mess Managers, every member not about to retire, to make a PCS move, or those having more than 5 weeks on the job, received a survey booklet. As shown in Tables 1 and 2, MAJCOM and paygrade representation of the military members in the sample is very close to that of the total 742X0 population.

Data Processing and Analysis

Once the completed survey booklets are received from the field, they are optically scanned to create a single case record for each respondent. Comprehensive Occupational Data Analysis Programs (CODAP) then create a job description for each respondent consisting of the tasks performed and the relative time spent on each task. CODAP also creates composite job descriptions for members of various demographic groups. These job descriptions are used for much of the occupational analyses discussed in this report.

Task Factor Administration

Personnel who make decisions about career ladder documents and training programs need task factor data (training emphasis and task difficulty ratings), as well as job descriptions. The occupational survey process provides these data by asking selected E-6 and E-7 supervisors to complete either a training emphasis (TE) or task difficulty (TD) booklet. These booklets are processed separately from the job inventories, and TE and TD data are used in several analyses discussed later in this report.

TABLE 1
MAJCOM REPRESENTATION IN SAMPLE
(MILITARY)

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
USAFE	23%	24%
SAC	19%	15%
TAC	16%	16%
PACAF	10%	10%
MAC	9%	11%
ATC	9%	9%
AFSC	3%	4%
OTHER	11%	11%

TOTAL ASSIGNED = 433

TOTAL ELIGIBLE = 362

TOTAL IN FINAL SAMPLE = 263

PERCENT OF ASSIGNED IN SAMPLE = 61%

PERCENT OF ELIGIBLE IN SAMPLE = 73%

CIVILIAN SAMPLE = 69 BOOKLETS INCLUDED OUT OF 177 MAILED

TABLE 2
PAYGRADE DISTRIBUTION OF SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1 to E-3	3%	2%
E-4	12%	9%
E-5	27%	29%
E-6	28%	29%
E-7	22%	22%
E-8	6%	6%
E-9	2%	2%

Training Emphasis (TE). Training emphasis is defined as the amount of structured training first-enlistment personnel require to perform tasks successfully. Structured training is training provided by resident technical schools, field training detachments (FTDs), mobile training teams (MTTs), formal on-the-job training (OJT), or any other organized training method. Forty-six experienced AFSC 74270 supervisors rated the tasks in the inventory on a 10-point scale ranging from 0 (no training required) to 9 (much structured training required). The interrater reliability for these 46 raters is acceptable.

TE ratings, when used with percent members performing values and TD ratings, can help validate the need for organized training and provide insight into the training codes assigned to individual STS elements.

Task Difficulty (TD). Task difficulty is defined as an estimate of the length of time the average airman takes to learn how to perform each task listed in the inventory. Fifty-one experienced AFSC 74270 supervisors rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Ratings are adjusted so that tasks of average difficulty have a value of 5.0. Interrater reliability for the 51 raters is also acceptable.

Automated Training Indicators (ATI). The computer uses TE and TD ratings for each task in the inventory, percent of first-assignment respondents performing, and the training decision table found in ATCR 52-22, Attachment 1, to compute an Automated Training Indicator (ATI) value for each task. ATI values correspond to training decisions found on the Course Training Decision Table in ATCR 52-22, Attachment 1. ATI, TE and TD values, and percent of various groups of respondents performing tasks are the data used to make decisions about training requirements. These data are discussed later in the TRAINING ANALYSIS section of this report.

SPECIALTY JOBS (Career Ladder Structure)

The first step in the analysis process is to identify the structure of the career ladder in terms of jobs performed. CODAP assists by creating an individual job description for each respondent based on the tasks performed and the relative amount of time spent on each task. The CODAP automated job clustering program then compares each individual job description to all other job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, new members are added to this initial group or new groups are formed based on the similarity of tasks performed and time spent ratings. This process continues until all respondents and groups are combined to form a single composite group representing the total survey sample.

The basic group that CODAP uses in the clustering process is a job, or those individuals who perform many of the same tasks and spend a similar amount of time performing them. When several jobs are similar, they form a cluster. If members of a job perform tasks that are so different they cannot be included in a cluster, they are referred to as being an independent job. These definitions were used to describe the Open Mess Management specialty and the variations in jobs within the specialty. In addition, this information was used to evaluate the accuracy and completeness of AFR 39-1 Specialty Descriptions, the STS, and the POI for the 7-skill level course.

Overview

Survey data show one cluster and three independent jobs in this career ladder (Figure 1), accounting for 93 percent of the respondents. The relative time members of these groups spend on duties is presented in Table 3, while selected background information on these members is presented in Table 4. The cluster and independent jobs are listed below. The Stage (STG) number listed is a group reference number assigned by CODAP, while the letter "N" refers to the number of respondents in the cluster or independent job.

- I. CLUB MANAGER CLUSTER (STG016, N=288)
- II. FOOD PREPARATION INDEPENDENT JOB (STG025, N=6)
- III. INSPECTION AND EVALUATION INDEPENDENT JOB (STG024, N=6)
- IV. TRAINING AND STANDARDS INDEPENDENT JOB (STG032, N=8)

Descriptions of the cluster and three independent jobs are presented below, while representative tasks performed are listed in Appendix A.

I. CLUB MANAGER CLUSTER (STG016, N=288). This is the core job of the career ladder; the members of which constitute 87 percent of the sample. Two-hundred twenty-four of the 239 military respondents (94 percent of all military in the sample) and 64 of the 69 civilian respondents (93 percent of all civilians in the sample) are in this cluster. Club Managers spend 20 percent of their time managing general open mess activities, 11 percent performing kitchen and dining facility functions, 10 percent directing and implementing, and 9 percent organizing and planning. Over half the Club Managers report having been in the job less than 2 years. The military managers are somewhat junior to the civilians, as 31 percent of the military managers have less than 4 years in the career ladder, while only 8 percent of the civilian managers report less than 4 years in the occupational series. Club managers have a rather broad job, as they perform an average of 208 of the 454 tasks in the job inventory, and in terms of most time spent, are distinguished by the following tasks:

AFSC 742X0 PERSONNEL IN CAREER LADDER JOBS

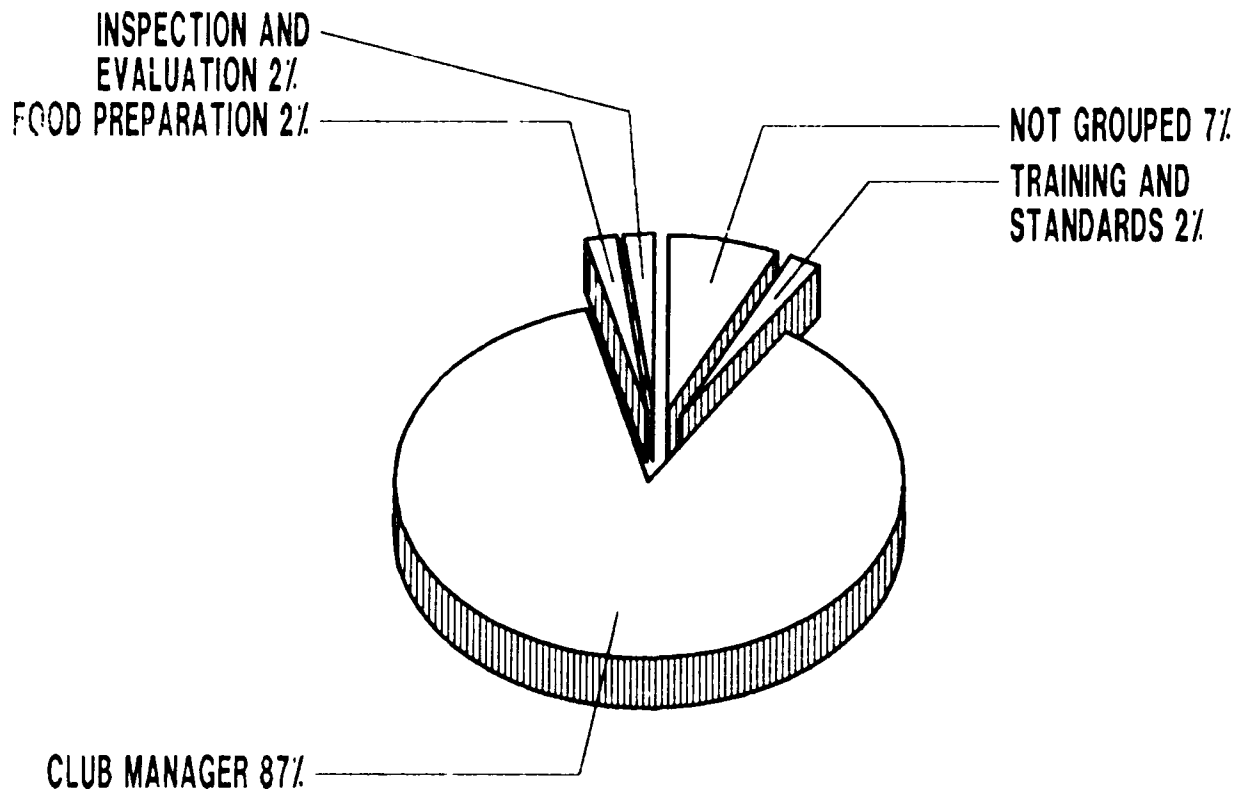


FIGURE 1

TABLE 3

DISTRIBUTION OF DUTY TIME SPENT BY MEMBERS OF CAREER LADDER JOBS
(RELATIVE PERCENT OF JOB TIME SPENT)

DUTIES	CLUB MANAGER (N=288)	FOOD PREPARATION (N=6)	INSPECTION & EVALUATION (N=6)	TRAINING & STANDARDS (N=3)
A ORGANIZING AND PLANNING	9	3	17	27
B DIRECTING AND IMPLEMENTING	10	4	11	20
C INSPECTING AND EVALUATING	6	1	18	15
D TRAINING	3	2	7	17
E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS	6	5	10	8
F MANAGING GENERAL OPEN MESS ACTIVITIES	20	8	15	5
G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS	6	1	3	*
H RENOVATING OPEN MESSSES	1	0	3	5
I MANAGING IN-USE STOCKS	7	14	2	*
J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS	11	31	0	0
L MANAGING SPECIAL ACTIVITIES	6	1	2	*
M PERFORMING BAR AND PACKAGE STORE FUNCTIONS	5	8	2	*
N PERFORMING GENERAL AND ACTIVITY CASHIERING	6	3	0	0
O MANAGING GUEST QUARTERS OR HOTELS	*	0	0	0
P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES	*	0	0	0
Q MANAGING SWIMMING POOL ACTIVITIES	*	0	0	0
R PERFORMING SLOT MACHINE ACTIVITIES	*	0	0	0

* Denotes less than 1 percent

TABLE 4
SELECTED BACKGROUND DATA FOR CAREER LADDER JOBS

	CLUB MANAGERS	FOOD PREPARATION	INSPECTION & EVALUATION	TRAINING & STANDARDS
NUMBER IN GROUP	288	6	6	8
PERCENT OF SAMPLE	87%	2%	2%	2%
PERCENT IN CONUS	63%	83%	50%	75%
<hr/>				
DAFSC DISTRIBUTION				
74230	2%	17%	0	0
74250	20%	50%	0	0
74270	49%	33%	67%	25%
74290	7%	0	17%	13%
74200	1%	0	0	13%
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CIVILIAN (OCC SERIES 1101)				
GS09	*	0	0	0
GS10	*	0	0	0
GS11	9%	0	0	0
GS12	10%	0	17%	25%
GS13	*	0	0	0
GM13	1%	0	0	13%
GM14	*	0	0	0
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AVERAGE TICE (MOS)	104	32	125	159
AVERAGE NUMBER OF TASKS PERFORMED	209	63	37	64
PERCENT IN FIRST ASSIGNMENT	34%	83%	0	0
PERCENT SUPERVISING	93%	33%	17%	88%

* Denotes less than 1 percent

- discuss service with customers
- plan open mess promotional programs and events
- establish customer relations
- determine work priorities
- visually inspect employees for appearance and hygiene standards
- inspect dining room appearance
- monitor floor service for special functions
- coordinate special function arrangements with section heads
- evaluate customer complaints

Survey data show there are a number of jobs within this cluster. Club Managers perform many common tasks, but differ by the number of tasks performed, the amount of time spent on common tasks, or an emphasis on tasks related to one particular aspect of the club operation (such as cashiering, managing a bar or package store, or managing a kitchen or dining room).

II. FOOD PREPARATION INDEPENDENT JOB (STG025, N=6). All six of the members of this small independent job are military and have a job that is clearly specialized to preparing food and tending bar. Five of the six have been on the job less than 2 years and the sixth has been on the job less than 4 years. Five are in their first 4 years in the career ladder. These food preparation personnel spend 31 percent of their time preparing and cooking foods, 20 percent performing kitchen and dining facility functions, 14 percent managing in-use stocks, 8 percent performing bar and package store functions, and the remaining time on the other duties. Their job is rather restrictive as they perform an average of only 62 tasks, and are distinguished by the time they spend on the following tasks:

- prepare sandwiches
- store food items
- wrap food items
- cook meats, vegetables, or fruits by baking, broiling,
or steaming
- garnish foods
- conduct sanitation inspections of kitchen areas
- operate food service equipment
- prepare fresh vegetables or fruits for cooking or serving
- prepare garnishes
- prepare salads

III. INSPECTION AND EVALUATION INDEPENDENT JOB (STG024, N=6). Five of the six members of this independent job are military. These members are somewhat more senior, as all have been in the career ladder more than 6 years. They spend 18 percent of their time inspecting and evaluating, 17 percent organizing and planning, 15 percent managing general open mess activities, 11 percent directing and implementing, 10 percent performing open mess administrative

functions, and the remainder of their time on the other duties. This is the most restrictive job in the career ladder, as members report performing an average of only 37 tasks. In terms of time spent, members of this independent job are distinguished by the following tasks:

- prepare briefings
- draft correspondence or messages
- analyze income expense operating statements
- plan staff assistance visits, conferences or workshops
- evaluate inspection reports or procedures
- write staff studies, surveys, or special reports, other than training reports
- review budget requirements or estimates
- evaluate self inspection procedures
- analyze inventory variances
- review routine mail or distribution
- analyze budget variances

IV. TRAINING AND STANDARDS INDEPENDENT JOB (STG032, N=8). Five members of this independent job are military and three are civilians. These are also more senior members as all eight have had more than 4 years in the career ladder. They spend 27 percent of their time organizing and planning, 20 percent directing and implementing, 17 percent training, 15 percent inspecting and evaluating, for a total of 79 percent of their time on these four duties (more time than members of any other group). The remaining time is divided among the other duties. Members of this group perform an average of 64 tasks, and are distinguished because of the time they spend performing the following tasks:

- plan training seminars
- conduct training conferences or briefings
- conduct staff level training programs
- write APRs
- evaluate administrative forms, files, or procedures
- evaluate suggestions

Comparison to Previous Survey

Jobs identified in the present survey were compared to those reported in the 1980 OSR (see Table 5). There has been essentially no change in the career ladder structure in the last 9 years. The differences in job names shown in Table 5 are a result of newly developed task clustering procedures and changes in job typing policy. Task clustering identifies groups of tasks that are co-performed which, in turn, helps to better identify jobs performed in the career ladder. A job typing policy change allows smaller groups of respondents who perform only a few distinctive tasks to be included in larger more descriptive groups. The overall effects are that jobs reported reflect actual differences between groups in terms of tasks performed.

TABLE 5

COMPARISON OF CAREER LADDER STRUCTURE FOR
CURRENT AND PREVIOUS SURVEY

JOBS IDENTIFIED IN 1989

CLUB MANAGER

FOOD PREPARATION

INSPECTION AND EVALUATION

TRAINING AND STANDARDS

JOBS IDENTIFIED IN 1980

OPEN MESS MANAGERS

REMOTE SITE OPEN MESS MANAGERS
ASSISTANT MANAGERS - SPECIAL FUNCTIONS
OPEN MESS ADMINISTRATION PERSONNEL
SPECIAL FUNCTION SUPPORT PERSONNEL
HEADQUARTERS STAFF ADMINISTRATION PERSONNEL

FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGERS
CLUSTER:

BAR AND OPERATIONS MANAGERS
ASSISTANT MANAGERS - RESTAURANT OPERATIONS
ASSISTANT MANAGERS - OPERATIONS
ASSISTANT MANAGERS - CATERING OPERATIONS

MAJCOM STAFF INSPECTION PERSONNEL

Summary

The analysis of the jobs performed by both military and civilian Open Mess Managers accounts for 93 percent of the total sample. The remaining 7 percent (23 respondents) either perform such a variety of tasks or have such an unusual emphasis on certain tasks that the CODAP programs could not include them in any groups of meaningful size. The jobs identified above support the current classification structure of the career ladder.

CAREER LADDER PROGRESSION

Analysis of DAFSC groups, together with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed by members of the various skill level groups which, in turn, may be used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what members of the various skill level groups are doing.

The distribution of military members of the various skill-levels in specialty jobs is presented in Table 6, while the distribution of civilians by grades across the specialty jobs is displayed in Table 7. These data show most military and civilian personnel in the career ladder have the Club Manager job. The relative time members of the military DAFSC groups spend on duties is shown in Table 8. Three-skill level members are recent cross-trainees to the specialty and typically spend part of their OJT in the food preparation function (Table 6). Seven-skill level members have attended the advanced course at Keesler AFB and have more managerial responsibilities while 9-skill level and CEM code members are more involved with administering the specialty, the typical career progression observed in most AFSCs. Data in Table 6 show civilians do not have the same progression toward managerial and administrative responsibility with increasing GS grade. Descriptions of the skill levels follow.

Skill-Level Descriptions

DAFSC 74230/74250. Three- and 5-skill level respondents constitute 23 percent of the sample and have an 86 percent-time-spent overlap on common tasks, indicating they perform essentially the same job. Because of this high overlap, a combined job description was created and used in further analyses. As shown in Table 6, most 3- and 5-skill level members work in the core club

TABLE 6
DISTRIBUTION OF SKILL LEVEL MEMBERS IN
CAREER LADDER JOBS
(PERCENT)

<u>JOBS</u>	<u>74230/50 (N=78)</u>	<u>74270 (N=160)</u>	<u>74290/00 (N=25)</u>
CLUB MANAGER	81%	88%	84%
FOOD PREPARATION	5%	1%	0
INSPECTION & EVALUATION	0	2%	4%
TRAINING & STANDARDS	0	1%	12%
UNGROUPE	14%	8%	0

TABLE 7
DISTRIBUTION OF CIVILIAN MEMBERS IN
CAREER LADDER JOBS
(PERCENT)

<u>JOBS</u>	<u>GS09 (N=2)</u>	<u>GS10 (N=1)</u>	<u>GS11 (N=25)</u>	<u>GS12 (N=33)</u>	<u>GS13 (N=1)</u>	<u>GM13 (N=5)</u>	<u>GM14 (N=1)</u>
CLUB MANAGER	100%	100%	100%	91%	100%	60%	100%
FOOD PREPARATION	0	0	0	0	0	0	0
INSPECTION & EVALUATION	0	0	0	3%	0	0	0
TRAINING & STANDARDS	0	0	0	6%	0	40%	0
UNGROUPE	0	0	0	*	0	0	0

* Denotes less than 1 percent

TABLE 8

DISTRIBUTION OF TIME SPENT ON DUTIES BY MEMBERS OF SKILL LEVEL GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	74230/50 (N=78)	74270 (N=160)	74290/00 (N=25)
A ORGANIZING AND PLANNING	7	9	12
B DIRECTING AND IMPLEMENTING	9	10	13
C INSPECTING AND EVALUATING	5	6	10
D TRAINING	3	3	5
E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS	5	6	7
F MANAGING GENERAL OPEN MESS ACTIVITIES	16	19	18
G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS	6	6	5
H RENOVATING OPEN MESSSES	*	*	2
I MANAGING IN-USE STOCKS	9	7	5
J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS	13	11	9
K PREPARING AND COOKING FOODS	6	3	*
L MANAGING SPECIAL ACTIVITIES	6	6	6
M PERFORMING BAR AND PACKAGE STORE FUNCTIONS	6	5	3
N PERFORMING GENERAL AND ACTIVITY CASHIERING FUNCTIONS	9	9	4
O MANAGING GUEST QUARTERS OR HOTELS	*	*	*
P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES	*	*	*
Q MANAGING SWIMMING POOL ACTIVITIES	0	*	*
R PERFORMING SLOT MACHINE ACTIVITIES	0	*	*

* Denotes less than 1 percent

manager job, with a higher percentage in food preparation than other skill levels. This pattern is also demonstrated by time spent on duties shown in Table 8. Representative tasks performed by AFSC 74230/50 personnel are listed in Table 9.

DAFSC 74270. Almost half the sample (48 percent) are 7-skill level respondents and, as shown in Table 6, are involved in all aspects of the specialty. Representative tasks performed by AFSC 74270 personnel are listed in Table 10. Tasks that best distinguish between 3-/5-skill and 7-skill level personnel are listed in Table 11 and show more 7-skill level personnel are involved with budgeting and financial management aspects of the specialty.

DAFSC 74290/74200. DAFSC 74290 and 74200 personnel have a 67 percent-time-spent overlap on common tasks, which suggests they have very similar jobs. A combined job description was also created for these respondents and used in further analyses. Nine-skill level members and CEMs perform less technical and more administrative aspects of the specialty as shown by figures in Tables 6 and 8, and by representative tasks listed in Table 12. Tasks that best differentiate between AFSC 74270 and 74290/00 are shown in Table 13. Note that positive differences are low, suggesting that nearly the same percentage of members of the three skill levels perform these tasks, while a substantially higher percentage of 9-skill level and CEM members perform the administrative tasks listed with the negative difference. These data suggest the more administrative role of the senior personnel in the specialty.

Summary

Open Mess Managers progress rather typically through the skill levels. Three- and 5-skill level members are recent cross-trainees in upgrade training which includes spending time in food preparation. Seven-skill level members have attended the Open Mess Management course and assume a more managerial role than 3- and 5-skill level members. Nine-skill level members and CEMs have a more administrative role in the specialty than members of the other skill levels.

AFR 39-1 SPECIALTY JOB DESCRIPTION ANALYSIS

The current AFR 39-1 Specialty Descriptions for the career ladder were compared to job descriptions for each job identified and each skill level group. Survey data support the jobs and tasks included in the current AFR 39-1 Specialty Descriptions.

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY 74230/50 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=78)
J289 INSPECT DINING ROOM APPEARANCE	90
G222 DISCUSS SERVICE WITH CUSTOMERS	86
F173 ISSUE HAND RECEIPTS FOR PROPERTY LOANED OUT	86
G234 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE AND HYGIENE STANDARDS	83
I247 CHECK DELIVERY INVOICES FOR ACCURACY	83
F167 INSPECT FACILITIES FOR SAFETY	83
B37 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE)	83
B42 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS	82
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	82
A31 SCHEDULE WORK ASSIGNMENTS	82
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	82
A14 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL	81
B60 SUPERVISE CIVILIAN PERSONNEL	79
F156 CONDUCT PHYSICAL INVENTORY OF RESALE MERCHANDISE	78
J292 INSPECT QUALITY OF PREPARED FOOD	78
I256 INSPECT CONDITION OF INCOMING SUPPLIES	78
J290 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS	78
J291 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS	78
J238 GREET GUESTS	77
M350 INSPECT BAR AREAS FOR CLEANLINESS AND APPEARANCE	77
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	77
C79 EVALUATE WORK SCHEDULES	77
F204 REVIEW DAY OR NIGHT MANAGER'S LOGS	74
L339 MONITOR FLOOR SERVICE FOR SPECIAL FUNCTIONS	73
J281 ESTABLISH CUSTOMER RELATIONS	73
L356 MONITOR WAITER OR WAITRESS PROCEDURES	73
L340 MONITOR FOOD PRODUCTION FOR SPECIAL FUNCTIONS	72
L325 BRIEF STAFF ON SPECIAL FUNCTION REQUIREMENTS	72
N383 PERFORM CASH REGISTER READINGS	69
F172 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS	69
N405 REVIEW SPECIAL FUNCTION CONTRACTS	68

TABLE 10

REPRESENTATIVE TASKS PERFORMED BY 74270 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=160)
B43 COUNSEL PERSONNEL	88
B37 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE)	87
G222 DISCUSS SERVICE WITH CUSTOMERS	87
G234 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE AND HYGIENE STANDARDS	86
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	86
A6 DETERMINE WORK PRIORITIES	84
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	84
A24 PLAN WORK ASSIGNMENTS	83
F204 REVIEW DAY OR NIGHT MANAGER'S LOGS	83
B60 SUPERVISE CIVILIAN PERSONNEL	82
B47 DRAFT CORRESPONDENCE OR MESSAGES	82
J289 INSPECT DINING ROOM APPEARANCE	81
F170 INTERVIEW PROSPECTIVE EMPLOYEES	81
B56 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	80
C79 EVALUATE WORK SCHEDULES	80
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	79
J292 INSPECT QUALITY OF PREPARED FOOD	79
L325 BRIEF STAFF ON SPECIAL FUNCTION REQUIREMENTS	78
M350 INSPECT BAR AREAS FOR CLEANLINESS AND APPEARANCE	78
A31 SCHEDULE WORK ASSIGNMENTS	78
J287 EVALUATE CUSTOMER COMPLAINTS	78
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	78
B42 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS	77
J281 ESTABLISH CUSTOMER RELATIONS	76
F156 CONDUCT PHYSICAL INVENTORY OF RESALE MERCHANDISE	76
F145 ANALYZE INCOME EXPENSE OPERATING STATEMENTS	76
E143 REVIEW ROUTINE MAIL OR DISTRIBUTION	76
L339 MONITOR FLOOR SERVICE FOR SPECIAL FUNCTIONS	73
L340 MONITOR FOOD PRODUCTION FOR SPECIAL FUNCTIONS	72
C71 EVALUATE INSPECTION REPORTS OR PROCEDURES	66

TABLE 11

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC
74230/50 AND DAFSC 74270 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	74230/50 (N=78)	74270 (N=160)	DIFFERENCE
N369 CASH PERSONAL CHECKS	64	40	24
J298 SEAT GUESTS	53	33	20
K316 PREPARE GRAVIES OR SAUCES	44	26	18
K309 PREPARE DAIRY PRODUCTS FOR COOKING OR SERVING	38	21	17
N386 PREPARE CASHIERS REPORTS	53	36	17
F200 REVIEW ANNUAL BUDGETS FOR UP DATE REVISIONS	24	56	-31
F158 DEVELOP CAPITAL EXPENDITURES BUDGETS	29	60	-30
A26 PREPARE BUDGET REQUIREMENTS OR ESTIMATES	41	71	-29
F159 DEVELOP INCOME AND EXPENSE OPERATING BUDGETS	35	63	-28
F199 PRESENT FINANCIAL DATA TO ADVISORY COMMITTEES	18	44	-26

TABLE 12

REPRESENTATIVE TASKS PERFORMED BY 74290/00 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=25)
A6 DETERMINE WORK PRIORITIES	93
B32 CONDUCT STAFF MEETINGS	90
B56 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	90
A25 PREPARE BRIEFINGS	87
B47 DRAFT CORRESPONDENCE OR MESSAGES	87
E140 REVIEW AIR FORCE OPEN MESS NEWSLETTER	87
A11 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	87
E143 REVIEW ROUTINE MAIL OR DISTRIBUTION	83
B60 SUPERVISE CIVILIAN PERSONNEL	83
A10 DEVELOP WORK METHODS OR PROCEDURES	83
E142 REVIEW MAJOR COMMAND ANALYSES	83
C66 ANALYZE WORKLOAD REQUIREMENTS	83
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	83
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	83
C71 EVALUATE INSPECTION REPORTS OR PROCEDURES	80
L340 MONITOR FOOD PRODUCTION FOR SPECIAL FUNCTIONS	80
C74 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	80
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	80
A24 PLAN WORK ASSIGNMENTS	80
A31 SCHEDULE WORK ASSIGNMENTS	80
L339 MONITOR FLOOR SERVICE FOR SPECIAL FUNCTIONS	77
C72 EVALUATE JOB DESCRIPTIONS	77
C73 EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT, OR SUPPLIES	73
C68 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	73
C85 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	70
B62 SUPERVISE OPEN MESS MANAGEMENT SPECIALISTS (AFSC 74250)	60

TABLE 13

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC
74270 AND DAFSC 74290/00 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	74270 (N=160)	74290/00 (N=25)	DIFFERENCE
N382 OPERATE CASH REGISTERS	56	27	29
N394 REPLACE CASH REGISTER READ TAPES OR KICK-OUT TAPES	63	37	26
F156 CONDUCT PHYSICAL INVENTORY OR RESALE MERCHANDISE	76	53	23
F172 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS	56	33	23
I257 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS	76	53	23
B58 SCREEN APPLICANTS FOR ENTRY INTO OPEN MESS CAREER FIELD	22	70	-48
C83 WRITE APRS	32	73	-41
D95 CONDUCT TRAINING CONFERENCES OR BRIEFINGS	16	53	-38
F196 PREPARE RECOMMENDATIONS ON MEMBERSHIP DUES POLICIES FOR PRESENTATION TO OPR	29	67	-37
C69 EVALUATE ALERT OR EMERGENCY PROCEDURES	19	57	-37

TRAINING ANALYSIS

Occupational survey data are a source of information used to evaluate the training documents for the specialty. The three most commonly used types of data are: (1) percent of first-enlistment, or in the case of the Open Mess Management specialty, first-assignment personnel performing tasks, (2) ratings of how much training emphasis tasks should receive in the entry-level resident course, and (3) ratings of relative difficulty of tasks. These data were used to review the September 1988 STS for the specialty and the POI for the 7-skill level course taught at Keesler AFB MS.

Secondary factors (TE and TD) may be used in conjunction with percent members performing figures to suggest what tasks should be emphasized in OJT and the 7-skill level course. Tasks with high TE and TD ratings and performed by moderate to high percentages of first-assignment personnel should be considered for the OJT program. Tasks with high TE and TD ratings and performed by moderate to high percentages of 7-skill level members should be taught in the Open Mess Management course. Tasks rated low in TE and TD are generally not included in any formal training, unless their inclusion can be justified by percent members performing, command concerns, or criticality. Products in the Training Extract contain several listings of tasks with accompanying TE and TD ratings and percent members performing figures. Training development personnel will find these listings extremely helpful in reviewing training requirements for this specialty.

Table 14 lists tasks with the highest TE ratings, accompanying percent first-job (1-24 months TICF) and first-assignment (1-48 months TICF) members performing, and TD ratings. A number of these deal with portion control, budgeting, and inventory functions. Most of these tasks are performed by a high percentage of respondents, have fairly high task difficulty, and are matched to STS elements. Only about a third are matched to POI learning objectives, however.

Tasks rated highest in TD are listed in Table 15. In contrast to tasks with high TE, many tasks with high TD are performed by small percentages of first-assignment, 5-, and 7-skill level respondents, and have low TE ratings. All tasks with high TD are matched to STS elements and POI learning objectives.

The Training Extract contains complete listings of tasks in TE and TD order as well as listings of both the STS and POI with tasks matched to elements and objectives, percent members performing figures, TE and TD, and ATI. Copies of the Training Extract have been forwarded to technical school personnel for their use in reviewing training documents for the career ladder. A summary of this information is presented below:

TABLE 14

TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	PERCENT MEMBERS PERFORMING			
	1-24 TICF (N=32)		1-48 TICF (N=108)	
	TNG EMP			TSK DIF
J278 DETERMINE SIZE OF FOOD PORTIONS	6.33	50	55	5.28
J282 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES	6.28	50	58	5.70
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	6.24	75	77	6.51
F145 ANALYZE INCOME EXPENSE OPERATING STATEMENTS	6.20	56	60	6.70
M351 INVESTIGATE BAR INVENTORY VARIANCES	6.17	59	59	5.52
F164 ESTABLISH MENU PRICES FOR FOOD SERVICE OPERATIONS	6.15	50	56	6.22
F187 PREPARE DAILY INCOME/EXPENSE SUMMARIES	6.04	19	27	5.31
F146 ANALYZE INVENTORY VARIANCES	5.96	69	74	6.85
J284 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS				
J277 DETERMINE EDIBLE PORTION (EP) PRODUCT COSTS	5.96	34	43	5.48
J283 ESTABLISH FOOD PRODUCT PRESENTATION STANDARDS	5.93	41	44	5.62
B43 COUNSEL PERSONNEL	5.78	38	44	5.99
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	5.65	75	84	6.63
F159 DEVELOP INCOME AND EXPENSE OPERATING BUDGETS	5.63	72	81	4.56
I260 PERFORM HIGH VALUE INVENTORIES	5.59	34	41	7.39
J285 ESTABLISH STANDARDIZED FOOD RECIPES	5.46	53	53	4.64
B60 SUPERVISE CIVILIAN PERSONNEL	5.46	25	33	6.06
I261 PERFORM PERIODIC BAR INVENTORIES	5.43	81	81	6.85
I262 PERFORM SALES VS INVENTORY RECONCILIATION	5.43	69	65	4.62
G221 DEVELOP ENTERTAINMENT PROGRAMS	5.41	50	42	5.21
A26 PREPARE BUDGET REQUIREMENTS OR ESTIMATES	5.39	53	56	5.98
J281 ESTABLISH CUSTOMER RELATIONS	5.37	44	53	7.48
M348 ESTABLISH BAR INVENTORY CONTROLS	5.37	59	74	6.16
J292 INSPECT QUALITY OF PREPARED FOOD	5.37	59	56	5.07
J295 ORGANIZE BUFFET OR SERVING LINES	5.35	69	78	5.07
E121 CONDUCT SURPRISE CASH COUNTS	5.35	63	69	5.24
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	5.28	72	71	4.41
J280 DOCUMENT MENU ITEM COST CARDS	5.28	72	82	4.44
D89 CONDUCT DRAM SHOP THEORY TRAINING	5.28	41	50	5.34
F144 ANALYZE BUDGET VARIANCES	5.26	63	66	5.07
F158 DEVELOP CAPITAL EXPENDITURES BUDGETS	5.26	47	56	6.56
	5.22	31	40	6.90

TABLE 15

TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

TASKS	TSK DIF	PERCENT MEMBERS PERFORMING			TNG EMP
		1-48 IICF	74250	74270	
A26 PREPARE BUDGET REQUIREMENTS OR ESTIMATES	7.48	53	44	71	5.37
H236 DETERMINE OPEN MESS CONSTRUCTION OR RENOVATION PROJECT REQUIREMENTS	7.43	22	21	28	2.22
F159 DEVELOP INCOME AND EXPENSE OPERATING BUDGETS	7.39	41	37	63	5.59
H241 RESEARCH OPEN MESS CONSTRUCTION OR RENOVATION LOAN OR GRANT REQUIREMENTS	7.33	6	3	11	1.02
H240 PREPARE REQUESTS FOR LOANS OR GRANTS FROM HIGHER HEADQUARTERS FOR OPEN MESS CONSTRUCTION OR RENOVATION	7.32	6	3	9	1.63
A18 PLAN LAYOUT OF FACILITIES	7.32	37	36	41	2.43
F161 DEVELOP PROGRAMS TO SUPPORT FINANCIAL OBJECTIVES	7.23	48	40	62	4.83
D99 DEVELOP TESTS	7.21	5	9	4	.26
H242 REVIEW DESIGN CONTRACTS	7.15	19	16	21	1.43
H238 PREPARE JUSTIFICATIONS FOR FACILITY IMPROVEMENTS	7.15	28	26	33	2.72
C85 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	7.09	27	19	39	2.04
D38 DEVELOP TECHNICAL SCHOOL OR CAREER DEVELOPMENT COURSE (CDC) CURRICULUM MATERIALS	7.06	3	3	1	.24
A11 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	6.96	68	61	73	3.78
D116 WRITE TEST QUESTIONS	6.96	9	10	5	.20
F163 ESTABLISH FINANCIAL OBJECTIVES	6.93	44	36	55	4.78
H243 REVIEW INTERIOR DECORATOR PROPOSALS	6.92	24	24	22	1.30
F158 DEVELOP CAPITAL EXPENDITURES BUDGETS	6.90	40	31	60	5.22
H235 COORDINATE OPEN MESS CONSTRUCTION OR RENOVATION WORK IN PROGRESS WITH CONTRACT ADMINISTRATOR	6.88	22	19	29	1.46
F160 DEVELOP INPUT FOR CASH FLOW BUDGETS	6.88	31	30	43	4.09
A27 REVIEW BUDGET REQUIREMENTS OR ESTIMATES	6.86	51	44	67	3.50
F146 ANALYZE INVENTORY VARIANCES	6.85	74	74	79	5.96
B60 SUPERVISE CIVILIAN PERSONNEL	6.85	81	80	82	5.43
B65 WRITE JOB DESCRIPTIONS	6.83	45	46	56	3.63
A22 PLAN STAFF ASSISTANCE VISITS, CONFERENCES, OR WORKSHOPS	6.77	17	14	22	1.50
B33 COORDINATE CLUB POLICIES WITH COMMANDERS	6.70	40	33	49	2.37
F145 ANALYZE INCOME EXPENSE OPERATING STATEMENTS	6.70	60	59	76	6.20
D111 PLAN TRAINING SEMINARS	6.69	13	14	12	1.11
A7 DEVELOP FIELD FOOD SERVICE WARTIME CONTINGENCY PLANS	6.67	8	7	8	.96

First-Assignment Open Mess Management Personnel

One hundred eight respondents (33 percent of the sample) indicated they are in their first 4 years of assignment in the career ladder. As shown by Figure 2, most first-assignment personnel have the Club Manager job, with only 5 percent in food preparation. Ten percent of the first-assignment respondents perform such a variety of tasks or have such an unusual emphasis on certain tasks, CODAP programs could not include them in any of the clusters or independent jobs, or combine them into a group of any meaningful size. Representative tasks performed by first-assignment AFSC 742X0 personnel are listed in Table 16.

Specialty Training Standard

For the purpose of reviewing the Specialty Training Standard (STS) for this specialty, members of an AFSC 742X0 Specialty Knowledge Test team, TDY to the Occupational Measurement Center, matched tasks in the job inventory to appropriate STS line items. This match was later validated by instructors of the 7-skill level course taught at Keesler AFB. The end product was used to produce a complete listing of the STS with tasks matched, percent members performing the tasks, TE and TD ratings, and ATI values for each matched task. The complete listing of the STS has been forwarded to the technical school for detailed review.

The first four STS paragraphs deal with general topics of career progression, security, supervision and training, and graduate evaluation and were not reviewed. Technical aspects of the career ladder are covered in paragraphs 5 through 18, with most elements having 7-skill level course task knowledge or performance codes assigned and matched to inventory tasks. Criteria set forth in AFR 8-13, AFR 8-13/ATC Supplement 1 (Attachment 1, paragraph A1-3c(4)), and ATCR 52-22, Attachment 1, were used to review the relevance of each STS element matched to inventory tasks.

Using these criteria, only two STS elements in paragraphs 5 through 18 were not supported, meaning these two elements have tasks matched that are performed by less than 20 percent of first-job, first-assignment, 5-, or 7-skill level members. One deals with commercial credit systems and the other deals with key control. These two elements with matched tasks are listed in Table 17.

There are only three tasks that have high TE ratings (greater than 4.25), performed by more than 20 percent of the members of the criterion groups, and are not matched to STS line items (see Table 18). School personnel need to review these to determine if they suggest topics that should be included in the STS.

The final step of the STS analysis was to review the 7-skill level training codes assigned to the supported elements. Following guidelines stated in AFR 8-13 and ATCR 52-22, knowledge or performance training codes for supported elements are appropriate if matched tasks are performed by 30 percent or more of 7-skill level AFSC 742X0 airmen. Elements matched to tasks performed by less than 30 percent are normally dashed (-), unless there is

FIRST ASSIGNMENT AFSC 742X0 IN CAREER LADDER JOBS

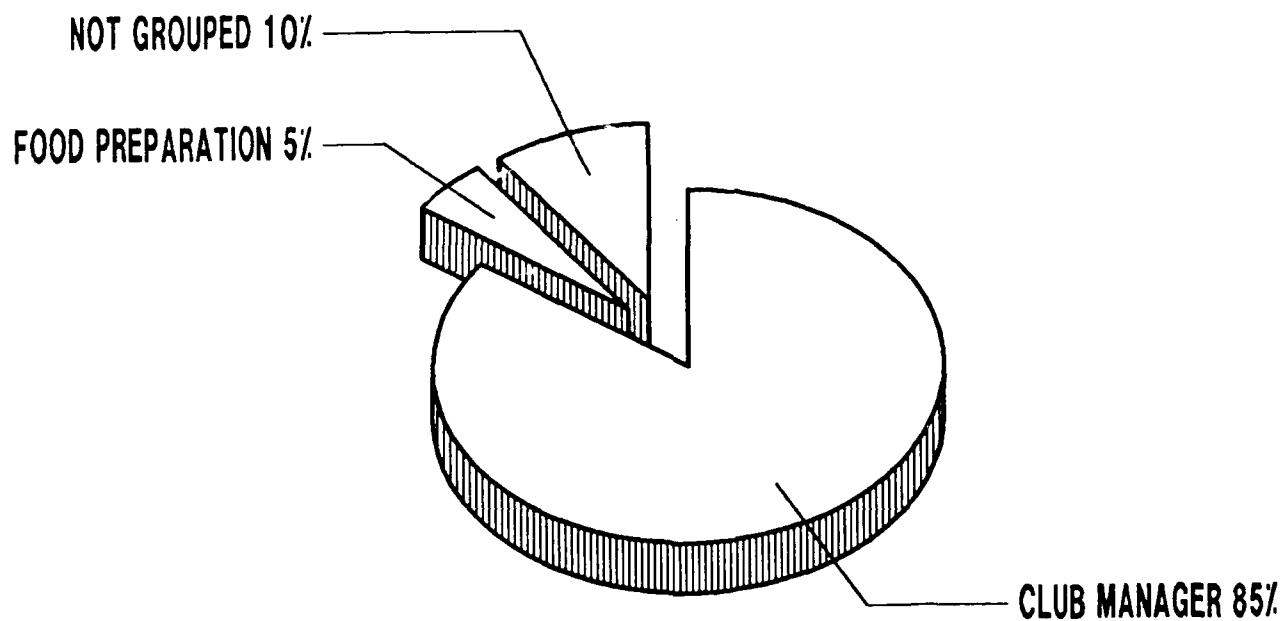


FIGURE 2

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY FIRST-ASSIGNMENT
AFSC 742X0 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=108)
B37 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE)	89
J289 INSPECT DINING ROOM APPEARANCE	86
G222 DISCUSS SERVICE WITH CUSTOMERS	85
F167 INSPECT FACILITIES FOR SAFETY	83
G234 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE AND HYGIENE STANDARDS	83
B49 FOLLOW UP ON WORK ORDER REQUESTS	83
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	82
I247 CHECK DELIVERY INVOICES FOR ACCURACY	82
B60 SUPERVISE CIVILIAN PERSONNEL	81
A6 DETERMINE WORK PRIORITIES	81
B42 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS	81
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	81
F204 REVIEW DAY OR NIGHT MANAGER'S LOGS	81
A31 SCHEDULE WORK ASSIGNMENTS	81
I256 INSPECT CONDITION OF INCOMING SUPPLIES	80
I257 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS	80
F156 CONDUCT PHYSICAL INVENTORY OF RESALE MERCHANDISE	78
J292 INSPECT QUALITY OF PREPARED FOOD	78
F173 ISSUE HAND RECEIPTS FOR PROPERTY LOANED OUT	78
J287 EVALUATE CUSTOMER COMPLAINTS	78
J290 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS	77
J288 GREET GUESTS	76
J291 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS	76
A24 PLAN WORK ASSIGNMENTS	75
J281 ESTABLISH CUSTOMER RELATIONS	74
N350 INSPECT BAR AREAS FOR CLEANLINESS AND APPEARANCE	74
L340 MONITOR FOOD PRODUCTION FOR SPECIAL FUNCTIONS	73
L339 MONITOR FLOOR SERVICE FOR SPECIAL FUNCTIONS	71
L325 BRIEF STAFF ON SPECIAL FUNCTION REQUIREMENTS	71
J301 SET TABLES	68
M405 REVIEW SPECIAL FUNCTION CONTRACTS	64

TABLE 17

UNSUPPORTED AFSC 742X0 STS ELEMENTS

		<u>PERCENT MEMBERS PERFORMING</u>						
		<u>TNG</u>	<u>1ST</u>	<u>1ST</u>	<u>5-</u>	<u>7-</u>	<u>TSK</u>	
		<u>EMP</u>	<u>JOB</u>	<u>ASG</u>	<u>LVL</u>	<u>LVL</u>	<u>DIF</u>	
o.	COMMERCIAL CREDIT SYSTEMS							
	E122 CONTROL COMMERCIAL CREDIT SYSTEMS	1.39	16	12	11	6	5.25	
	E135 MONITOR COMMERCIAL CREDIT SYSTEMS	1.02	6	8	4	6	4.80	
q.	CONTROL KEYS							
	R444 MAKE ENTRIES OF AF FORMS 2432 (KEY ISSUE LOG)	2.22	9	12	17	14	3.60	

TABLE 18

TASKS WITH HIGH TE NOT MATCHED TO AFSC 742X0 STS

TASKS	PERCENT MEMBERS PERFORMING					
	TNG EMP	1ST JOB	1ST ASG	5- LVL	7- LVL	TSK DIF
F165 ESTABLISH SELLING PRICES FOR BULK BEER ITEMS	4.61	47	46	46	51	5.45
I249 DEVELOP ITEM SPECIFICATIONS	4.46	44	39	37	36	5.87
F185 PREPARE ANNUAL APF BUDGETS	4.37	19	22	16	38	6.36

TE MEAN = 2.75 S.D. = 1.50

TD MEAN = 5.00 S.D. = 1.00

good justification for them to be taught to a knowledge and/or performance level. All elements with tasks matched have appropriate 7-skill level training codes assigned.

Plan of Instruction

The same SKT team members and school personnel who matched inventory tasks to the STS also matched job inventory tasks to the the Plan of Instruction for the 3AAR74270 course. A computer product was created listing the learning objectives, tasks matched, percent first-assignment and 7-skill level members performing matched tasks, TE and TD, and ATI values.

As shown in Table 19, only two matched learning objectives were unsupported by survey data, accounting for only 3.5 hours of instruction. One objective deals with OJT and the other deals with commercial credit. Since the STS line item dealing with commercial credit is also unsupported, school personnel need to determine if this objective is appropriate for the course.

There are also a number of tasks with high TE and performed by more than 30 percent of first-assignment or 7-skill level members not matched to POI objectives. A sample of tasks with the highest TE are listed in Table 20. The large number of tasks is due, in part, to the fact that most of the POI learning objectives deal with subject knowledge, while job inventory tasks are written as performance statements. Many of these unmatched tasks deal with kitchen and dining facility functions which can only be taught OJT. Training personnel need to review these tasks to insure they are included in the OJT programs.

Summary

Most of both training documents are supported by survey data. There are a number of tasks with high TE and performed by more than 30 percent of criterion group members that are unmatched to the POI. This may be due to course material being taught to a knowledge level while inventory task statements are written in performance terms. Most of the unmatched tasks deal with kitchen and dining room operations that can be taught only on the job. School personnel need to review these tasks to ensure they are included in the OJT programs.

JOB SATISFACTION

Respondents were asked to indicate how interested they are in their jobs, if they feel their talents and training are being used, and if they intend to reenlist. Satisfaction indicators for TICF groups in the present study were compared to those of members of related lateral career ladders surveyed in 1988 (Table 21). Overall, job satisfaction indicators for Open Mess Management personnel are quite similar to those for members of the related AFSCs, while reenlistment intentions are only slightly lower.

TABLE 19

UNSUPPORTED E3AAR74270 POI LEARNING OBJECTIVES

OBJECTIVE AND TASKS	TNG EMP	ATI	1ST JOB	1ST ASG	TSK DIF
I3e. DETERMINE METHODS TO MOTIVATE TRAINERS AND TRAINEES					
D96 DETERMINE OJT REQUIREMENTS	1.67	2	27	27	6.18
II4c. DETERMINE APPROPRIATE OPERATING PRINCIPLES CONCERNING COMMERCIAL CREDIT.					
E122 CONTROL COMMERCIAL CREDIT SYSTEMS	1.39	2	12	6	5.25
E135 MONITOR COMMERCIAL CREDIT SYSTEMS	1.02	2	8	6	4.80

TABLE 20

TASKS WITH HIGH TE NOT MATCHED TO E3AAR74270 POI

TASKS NOT REFERENCED	TNG EMP	ATI	PERCENT PERFORMING		TSK DIF
			1ST ASG (N=108)	742 70 (N=160)	
JJ278 DETERMINE SIZE OF FOOD PORTIONS	6.33	18	55	64	5.28
JJ282 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURE	6.28	12	58	63	5.70
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	6.24	18	79	86	6.51
MM351 INVESTIGATE BAR INVENTORY VARIANCES	6.17	18	59	63	5.52
JJ284 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS	5.96	12	43	44	5.48
JJ277 DETERMINE EDIBLE PORTION (EP) PRODUCT COSTS	5.93	12	44	41	5.62
JJ283 ESTABLISH FOOD PRODUCT PRESENTATION STANDARDS	5.78	12	44	49	5.99
JJ275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	5.63	18	81	79	4.56
JJ285 ESTABLISH STANDARDIZED FOOD RECIPES	5.46	12	33	39	6.06
BB60 SUPERVISE CIVILIAN PERSONNEL	5.43	18	81	81	6.85
II261 PERFORM PERIODIC BAR INVENTORIES	5.43	18	65	61	4.62
II262 PERFORM SALES VS INVENTORY RECONCILIATION	5.40	12	42	92	5.21
GG221 DEVELOP ENTERTAINMENT PROGRAMS	5.39	18	56	66	5.98
MM348 ESTABLISH BAR INVENTORY CONTROLS	5.37	18	56	60	5.07
JJ292 INSPECT QUALITY OF PREPARED FOOD	5.35	18	78	79	5.07
JJ274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	5.28	18	82	78	4.44
JJ280 DOCUMENT MENU ITEMS COST CARDS	5.28	18	50	48	5.34
KK304 COOK MEATS, VEGETABLES, OR FRUITS BY BAKING, BROILING STEAMING	5.22	12	49	41	5.46
JJ276 CONDUCT YIELD TESTS	5.13	12	37	35	5.49
EE126 EVALUATE SCATTER SHEET RESULTS	5.00	18	64	66	5.54
KK306 GARNISH FOODS	4.98	18	56	49	4.34
II253 ESTABLISH PAR STOCK LEVELS AND REORDER POINTS FOR FOOD SERVICE OPERATIONS (IN-USE INVENTORIES)	4.96	12	44	44	5.40
LL334 MAKE ARRANGEMENTS FOR MEETINGS REQUIRING PROTOCOL PROCEDURES	4.96	18	59	62	6.19
LL336 MAKE ARRANGEMENTS FOR SPECIAL FUNCTIONS REQUIRING PROTOCOL PROCEDURES	4.89	18	57	65	6.62
BB42 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS	4.87	18	81	77	5.85
II254 ESTABLISH PAR STOCK LEVELS AND REORDER POINTS FOR FOOD SERVICE OPERATIONS (MAIN STORAGE AREA)	4.83	12	44	39	5.34

TABLE 21

COMPARISON OF JOB SATISFACTION INDICATORS FOR 742X0
TICF GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	<u>1-48 MOS TICF</u>		<u>49-96 MOS TICF</u>		<u>97+ MOS TICF</u>	
	<u>742X0</u>	<u>COMP</u>	<u>742X0</u>	<u>COMP</u>	<u>742X0</u>	<u>COMP</u>
	<u>(N=108)</u>	<u>SAMPLE</u>	<u>(N=73)</u>	<u>SAMPLE</u>	<u>(N=87)</u>	<u>SAMPLE</u>
		<u>(N=317)</u>		<u>(N=215)</u>		<u>(N=258)</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	90	90	90	87	90	87
SO-SO	6	6	7	10	5	10
DULL	4	3	3	3	2	2
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO GOOD	87	91	87	90	89	90
LITTLE OR NOT AT ALL	13	9	13	10	9	10
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO GOOD	84	89	84	91	90	91
LITTLE OR NOT AT ALL	16	11	16	9	9	8
<u>REENLISTMENT INTENTIONS:</u>						
WILL REENLIST	69	81	69	78	57	68
WILL NOT REENLIST	19	15	19	11	13	9
WILL RETIRE	11	4	11	10	20	23

Related AFSC surveyed in 1988: 705X0 (Paralegal) and 732X4 (Career Advisory)

Satisfaction indicators for TICF groups in the present study were also compared to figures reported in the 1980 OSR (Table 22). While overall indicators are quite similar for both studies, respondents in the current study feel their talents and training are slightly better used. Reenlistment intentions are also slightly higher in the current study.

Satisfaction indicators for members of the cluster and independent jobs are shown in Table 23. Personnel in the Food Preparation independent job have the lowest overall satisfaction due, no doubt, to the more limited job these recent cross-trainees have and their involvement in cooking types of tasks. Note that percentages for reenlistment intentions do not always add up to 100 percent because of the civilians in the jobs who did not respond to this question.

Summary

Satisfaction of AFSC 742X0 personnel and members of similar AFSCs surveyed in 1988 are quite similar. Satisfaction with the career ladder has remained essentially unchanged over the last 9 years. Members of the cluster and independent jobs generally find their work interesting, feel their talents and training are used, and most military members plan to reenlist. Recent cross-trainees in the Food Preparation independent job, however, have lower overall satisfaction.

IMPLICATIONS

This survey was requested by the Director of Morale, Welfare, and Recreation (MWR) Operations at Randolph AFB TX to collect current occupational data and validate the current AFR 39-1 Specialty Description Specialty Training Standards, and Plan or Instruction for the 7-skill level Open Mess Managers course.

Overall, there have been few changes in the career ladder over the last 9 years. Survey data show there is still basically one job, that of Open Mess Manager, with small numbers of other members of the specialty performing training and inspection jobs.

Survey data support the current AFR 39-1 Specialty Descriptions, the STS, and AAR74272 POI. There are a number of tasks with high TE, performed by more than 30 percent members of criterion groups, not matched to POI objectives. Most of these deal with kitchen and dining room activities and should be taught in an OJT setting rather than a resident course.

TABLE 22

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 742X0
TICF GROUPS IN CURRENT AND PREVIOUS STUDY
(PERCENT MEMBERS RESPONDING)

	<u>1-48 MOS TICF</u>		<u>49-96 MOS TICF</u>		<u>97+ MOS TICF</u>	
	1989 (N=108)	1980 (N=40)	1989 (N=73)	1980 (N=47)	1989 (N=87)	1980 (N=310)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	90	90	90	92	90	89
SO-SO	6	5	7	2	5	7
DULL	4	5	3	6	2	4
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO GOOD	87	82	87	92	89	84
LITTLE OR NOT AT ALL	13	18	13	6	9	16
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO GOOD	84	80	84	91	90	86
LITTLE OR NOT AT ALL	16	20	16	9	9	14
<u>REENLISTMENT INTENTIONS:</u>						
WILL REENLIST	69	57	69	62	57	56
WILL NOT REENLIST	19	43	19	38	13	44
WILL RETIRE	11		11		20	

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF 742X0 SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

<u>EXPRESSED JOB INTEREST:</u>	<u>CLUB MANAGER</u>	<u>FOOD PREPARATION</u>	<u>INSPECTION & EVALUATION</u>	<u>TRAINING & STANDARDS</u>
INTERESTING	93	67	100	88
SO-SO	3	17	0	13
DULL	1	17	0	0
<u>PERCEIVED USE OF TALENTS:</u>				
FAIRLY WELL TO GOOD	92	67	83	88
LITTLE OR NOT AT ALL	7	33	17	13
<u>PERCEIVED USE OF TRAINING:</u>				
FAIRLY WELL TO GOOD	90	83	83	88
LITTLE OR NOT AT ALL	9	17	17	13
<u>REENLISTMENT INTENTIONS:</u>				
WILL REENLIST	49	33	50	25
WILL NOT REENLIST	13	50	17	13
WILL RETIRE	16	17	17	13

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS

TABLE A1
CLUB MANAGER CLUSTER
STG016

NUMBER IN GROUP: 288
PERCENT OF SAMPLE: 87%

AVERAGE TIME IN JOB: 29 MONTHS
AVERAGE TICF: 104 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
B43 COUNSEL PERSONNEL	96
G222 DISCUSS SERVICE WITH CUSTOMERS	94
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	94
B37 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE)	94
B49 FOLLOW UP ON WORK ORDER REQUESTS	93
G234 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE AND HYGIENE STANDARDS	91
E118 APPROVE TIME AND ATTENDANCE CARDS	91
B60 SUPERVISE CIVILIAN PERSONNEL	90
A6 DETERMINE WORK PRIORITIES	90
J289 INSPECT DINING ROOM APPEARANCE	90
J287 EVALUATE CUSTOMER COMPLAINTS	90
C79 EVALUATE WORK SCHEDULES	90
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	90
F167 INSPECT FACILITIES FOR SAFETY	90
F146 ANALYZE INVENTORY VARIANCES	89
J292 INSPECT QUALITY OF PREPARED FOOD	88
F204 REVIEW DAY OR NIGHT MANAGER'S LOGS	88
A31 SCHEDULE WORK ASSIGNMENTS	88
B56 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	88
F170 INTERVIEW PROSPECTIVE EMPLOYEES	88
B42 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS	87
A24 PLAN WORK ASSIGNMENTS	87
J281 ESTABLISH CUSTOMER RELATIONS	86
L325 BRIEF STAFF ON SPECIAL FUNCTION REQUIREMENTS	86
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	85
B47 DRAFT CORRESPONDENCE OR MESSAGES	85
B34 COORDINATE COMPLAINT ACTIONS WITH SECTION HEADS	85
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	84
M350 INSPECT BAR AREAS FOR CLEANLINESS AND APPEARANCE	84
L339 MONITOR FLOOR SERVICE FOR SPECIAL FUNCTIONS	83
L340 MONITOR FOOD PRODUCTION FOR SPECIAL FUNCTIONS	81
N405 REVIEW SPECIAL FUNCTION CONTRACTS	74

TABLE A2
FOOD PREPARATION INDEPENDENT JOB
STG025

NUMBER IN GROUP: 6
PERCENT OF SAMPLE: 2%

AVERAGE TIME IN JOB: 17 MONTHS
AVERAGE IICF: 32 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
K320 PREPARE SANDWICHES	100
K322 STORE FOOD ITEMS	100
K323 WRAP FOOD ITEMS	100
K304 COOK MEATS, VEGETABLES, OR FRUITS BY BAKING, BROILING, OR STEAMING	100
K306 GARNISH FOODS	100
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	100
J294 OPERATE FOOD SERVICE EQUIPMENT	83
K314 PREPARE FRESH VEGETABLES OR FRUITS FOR COOKING OR SERVING	83
K315 PREPARE GARNISHES	83
K319 PREPARE SALADS	83
K313 PREPARE DIPS, SPREADS, OR CANAPES	83
I256 INSPECT CONDITION OF INCOMING SUPPLIES	83
I257 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS	83
I247 CHECK DELIVERY INVOICES FOR ACCURACY	83
K307 MARINATE MEATS OR VEGETABLES	67
K318 PREPARE SALAD DRESSINGS	67
K317 PREPARE MEATS FOR COOKING, SUCH AS TENDERIZING AND BREADING	67
K309 PREPARE DAIRY PRODUCTS FOR COOKING OR SERVING	67
J289 INSPECT DINING ROOM APPEARANCE	67
K316 PREPARE GRAVIES OR SAUCES	67
M362 SERVE ALCOHOLIC DRINKS	67
F167 INSPECT FACILITIES FOR SAFETY	67
M359 PREPARE ALCOHOLIC DRINKS	67
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	67
I250 ESTABLISH MAXIMUM INVENTORY LEVELS	67
J303 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS AND DISHWASHING EQUIPMENT	67
J300 SERVE FOOD OR BEVERAGES ON SERVING LINES	50
F156 CONDUCT PHYSICAL INVENTORY OF RESALE MERCHANDISE	50
I260 PERFORM HIGH VALUE INVENTORIES	50
J281 ESTABLISH CUSTOMER RELATIONS	50
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	50

TABLE A3

INSPECTION AND EVALUATION INDEPENDENT JOB
STG024NUMBER IN GROUP: 6
PERCENT OF SAMPLE: 2%AVERAGE TIME IN JOB: 18 MONTHS
AVERAGE TICF: 125 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
A25 PREPARE BRIEFINGS	100
B47 DRAFT CORRESPONDENCE OR MESSAGES	100
F145 ANALYZE INCOME EXPENSE OPERATING STATEMENTS	100
A22 PLAN STAFF ASSISTANCE VISITS, CONFERENCES, OR WORKSHOPS	100
C71 EVALUATE INSPECTION REPORTS OR PROCEDURES	100
A27 REVIEW BUDGET REQUIREMENTS OR ESTIMATES	83
C85 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	67
C77 EVALUATE SELF-INSPECTION PROCEDURES	67
F146 ANALYZE INVENTORY VARIANCES	67
E143 REVIEW ROUTINE MAIL OR DISTRIBUTION	67
E142 REVIEW MAJOR COMMAND ANALYSES	67
M350 INSPECT BAR AREAS FOR CLEANLINESS AND APPEARANCE	67
J289 INSPECT DINING ROOM APPEARANCE	67
J292 INSPECT QUALITY OF PREPARED FOOD	67
E140 REVIEW AIR FORCE OPEN MESS NEWSLETTERS	67
F144 ANALYZE BUDGET VARIANCES	50
B56 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	50
E124 DRAFT OR PROCESS FORMS, REPORTS, AND CORRESPONDENCE USING WORD PROCESSORS AND COMPUTER KEYBOARDS	50
D93 CONDUCT STAFF LEVEL TRAINING PROGRAMS	50
B44 DIRECT DEVELOPMENT OR MAINTENANCE OF STATUS BOARDS, GRAPHS, OR CHARTS	50
C68 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	50
C79 EVALUATE WORK SCHEDULES	50
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	50
J274 CONDUCT SANITATION INSPECTIONS OF DINING ROOM AREAS	50
J275 CONDUCT SANITATION INSPECTIONS OF KITCHEN AREAS	50
F200 REVIEW ANNUAL BUDGETS FOR UP DATE REVISIONS	33
H242 REVIEW DESIGN CONTRACTS	33
E136 MONITOR DOCUMENTATION FILES, SUCH AS SELF-INSPECTION, SAFETY, AND FIRE PREVENTION FOLDERS	33
D101 DIRECT TRAINING PROGRAMS, OTHER THAN OJT	33

TABLE A4
TRAINING AND STANDARDS INDEPENDENT JOB
STG032

NUMBER IN GROUP: 8
PERCENT OF SAMPLE: 2%

AVERAGE TIME IN JOB: 43 MONTHS
AVERAGE TICF: 159 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
B47 DRAFT CORRESPONDENCE OR MESSAGES	100
C85 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	100
B56 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	100
A25 PREPARE BRIEFINGS	100
A22 PLAN STAFF ASSISTANCE VISITS, CONFERENCES, OR WORKSHOPS	88
A6 DETERMINE WORK PRIORITIES	88
A24 PLAN WORK ASSIGNMENTS	88
D111 PLAN TRAINING SEMINARS	88
A27 REVIEW BUDGET REQUIREMENTS OR ESTIMATES	88
A26 PREPARE BUDGET REQUIREMENTS OR ESTIMATES	88
D95 CONDUCT TRAINING CONFERENCES OR BRIEFINGS	88
B43 COUNSEL PERSONNEL	88
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	88
A12 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	75
A31 SCHEDULE WORK ASSIGNMENTS	75
E141 REVIEW CLUB AND FOOD SERVICE COMMERCIAL PUBLICATIONS	75
E143 REVIEW ROUTINE MAIL OR DISTRIBUTION	75
E140 REVIEW AIR FORCE OPEN MESS NEWSLETTERS	75
A11 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	75
B44 DIRECT DEVELOPMENT OR MAINTENANCE OF STATUS BOARDS, GRAPHS, OR CHARTS	75
C66 ANALYZE WORKLOAD REQUIREMENTS	75
D93 CONDUCT STAFF LEVEL TRAINING PROGRAMS	75
C83 WRITE APRS	75
E142 REVIEW MAJOR COMMAND ANALYSES	63
A10 DEVELOP WORK METHODS OR PROCEDURES	63
A19 PLAN OPEN MESS PROMOTIONAL PROGRAMS AND EVENTS	63
B64 SUPERVISE OPEN MESS MANAGEMENT SUPERVISORS (AFSC 74270)	63
D112 PROCURE TRAINING AIDS, SPACE, OR EQUIPMENT	63
B60 SUPERVISE CIVILIAN PERSONNEL	50
D87 ADVISE COMMANDER OR STAFF PERSONNEL ON TRAINING MATTERS	50
C71 EVALUATE INSPECTION REPORTS OR PROCEDURES	75